



## DEPARTMENT OF THE AIR FORCE

AIR FORCE PROGRAM EXECUTIVE OFFICE

WASHINGTON, DC 20330

### MEMORANDUM FOR SEE DISTRIBUTION

FROM: AFPEO/C2&CS

1100 Air Force Pentagon

Washington DC 20330-1100

SUBJECT: Project SHADOW WARRIOR

Project SHADOW WARRIOR is our initiative to provide Air Staff mentoring to highly qualified program office personnel. Our mentoring objective will focus on familiarization with the Pentagon staff officer working environment, while providing first-hand knowledge of Pentagon assignments and Headquarters Air Force roles and responsibilities. The potential SHADOW WARRIOR benefits are numerous: a career enhancing experience for your most talented people--military and civilian, cadre of knowledgeable personnel--people familiar with the complexities of working in Headquarters Air Force, and less apprehension about a Pentagon assignment--with the increased likelihood of these personnel seeking a Washington tour of duty.

Through SHADOW WARRIOR, we will ask each Program Office to nominate a motivated, career-focused officer or civilian (Major or GS-12 minimum), for a two-week assignment in AFPEO/C2&CS. In turn, we will conduct a broad-based course of instruction that includes the following activities:

- Attend Congressional hearings related to acquisition
- Attend SAF/AQ staff meetings and AFPEO working level meetings
- Experience cross-enterprise exposure (Command and Control & Combat Support)
- Work with our AQI counterparts--PEMs, Congressional POCs, etc.
- Perform typical AFPEO staff officer duties
- Prepare and deliver briefings
- Receive career counseling from the PEO
- Ride the Metro, take the Pentagon tour, and experience the nation's capital

I'll include a SHADOW WARRIOR discussion session during our upcoming offsite and will welcome your recommendations. There are still some details to work out--I'll need your advice. Meanwhile, if you have questions, please contact Mr. Terry Scott at DSN 425-6468 for details.

A handwritten signature in black ink, reading "R E Dehnert", is positioned above the typed name.

ROBERT E. DEHNERT, JR., Colonel, USAF  
Air Force Program Executive Officer  
for Command and Control & Combat Support Systems

cc:

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